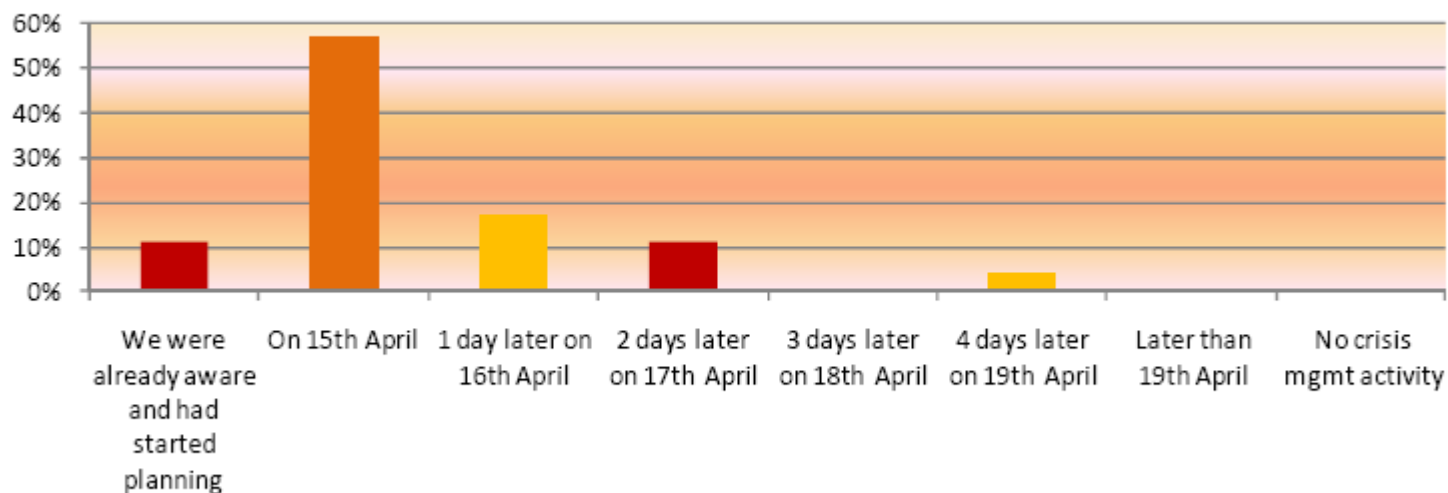


Strategic Crisis Management Research

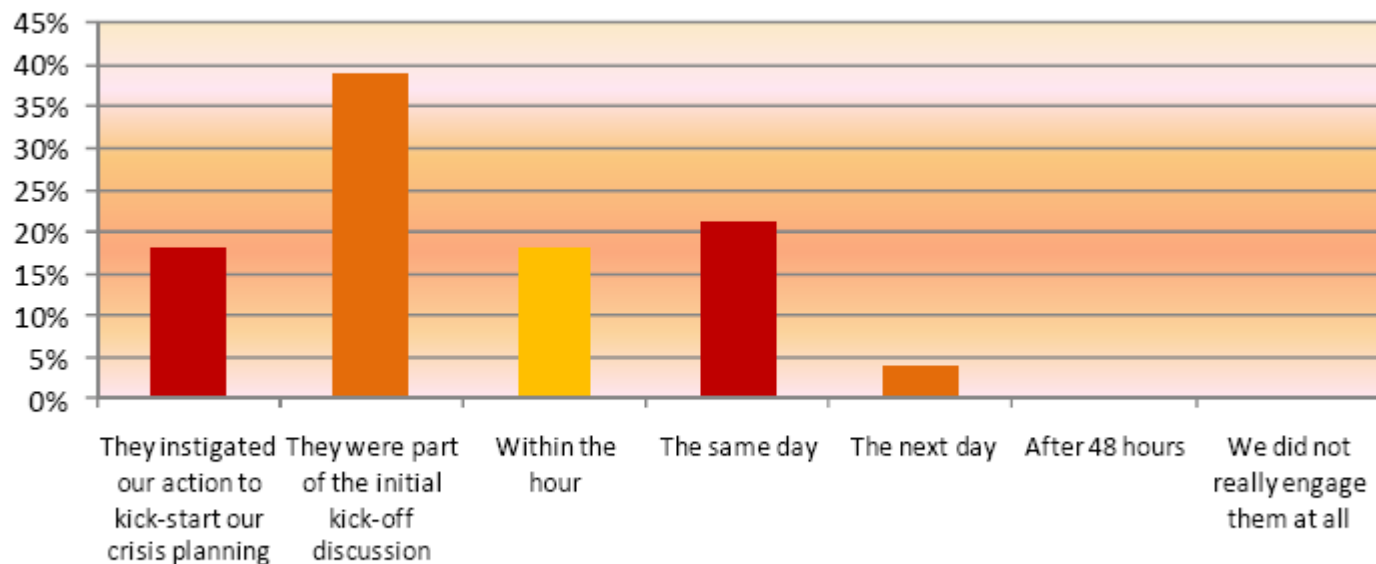


Q1. How quickly after the volcano eruptions were first announced in the broad media on 15th April did you instigate any crisis management activity?



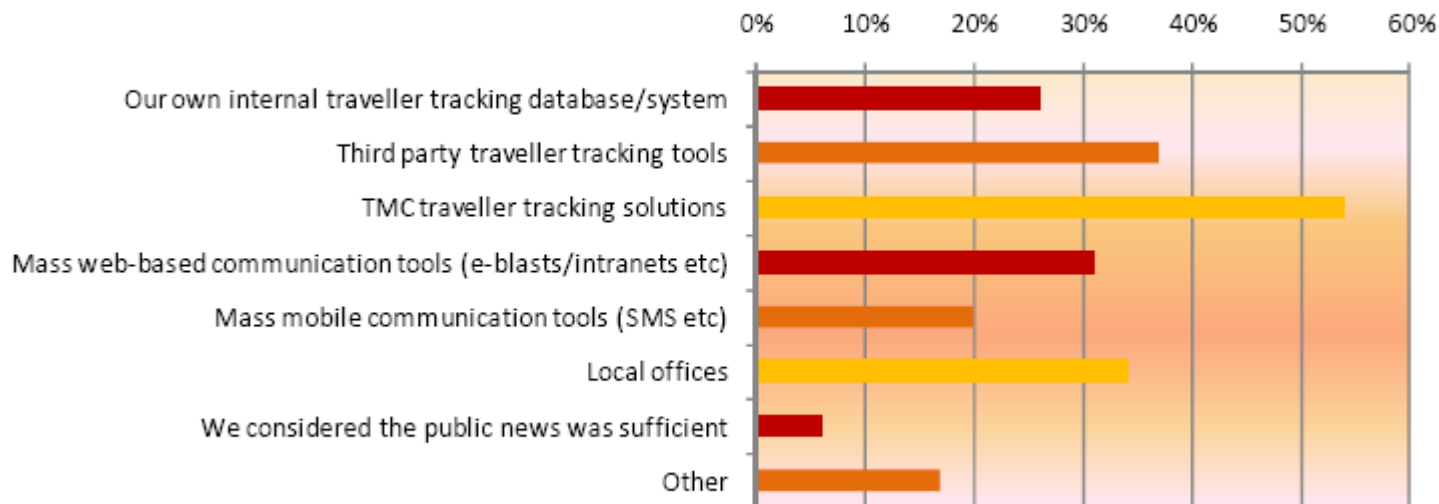
Comment: Crisis management plans instigated promptly

Q2. How quickly did you engage your Travel Management Company (TMC) after you initiated your crisis management activity?



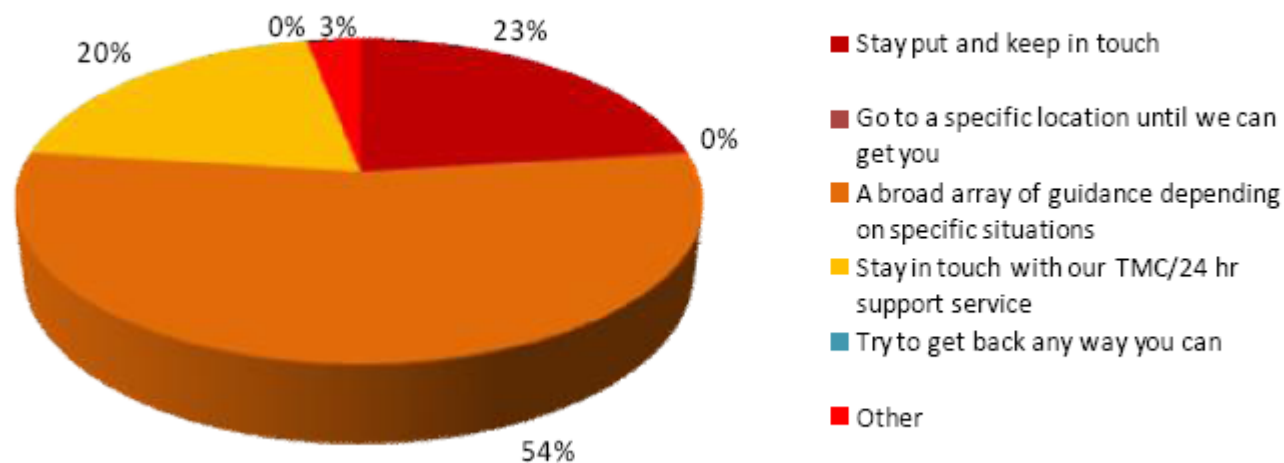
Comment: The vast majority of buyers worked in partnership with TMC's from the start

Q3. What tools did you use to locate and communicate with stranded travellers? (Tick all that apply)



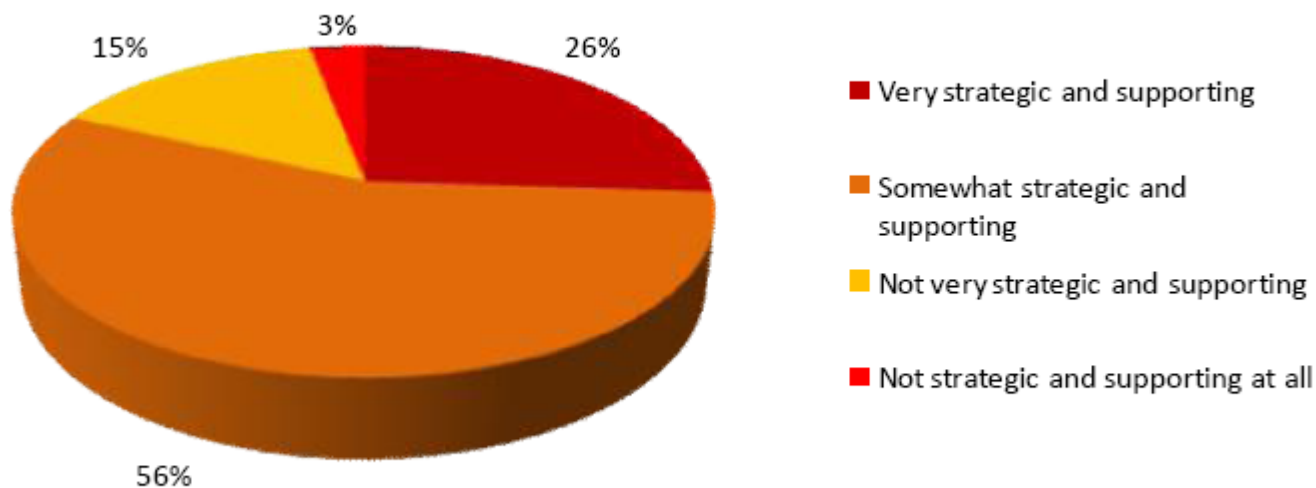
Comment: Multiple tools used to communicate with travellers

Q4. What guidance did you and your company give to stranded travellers?



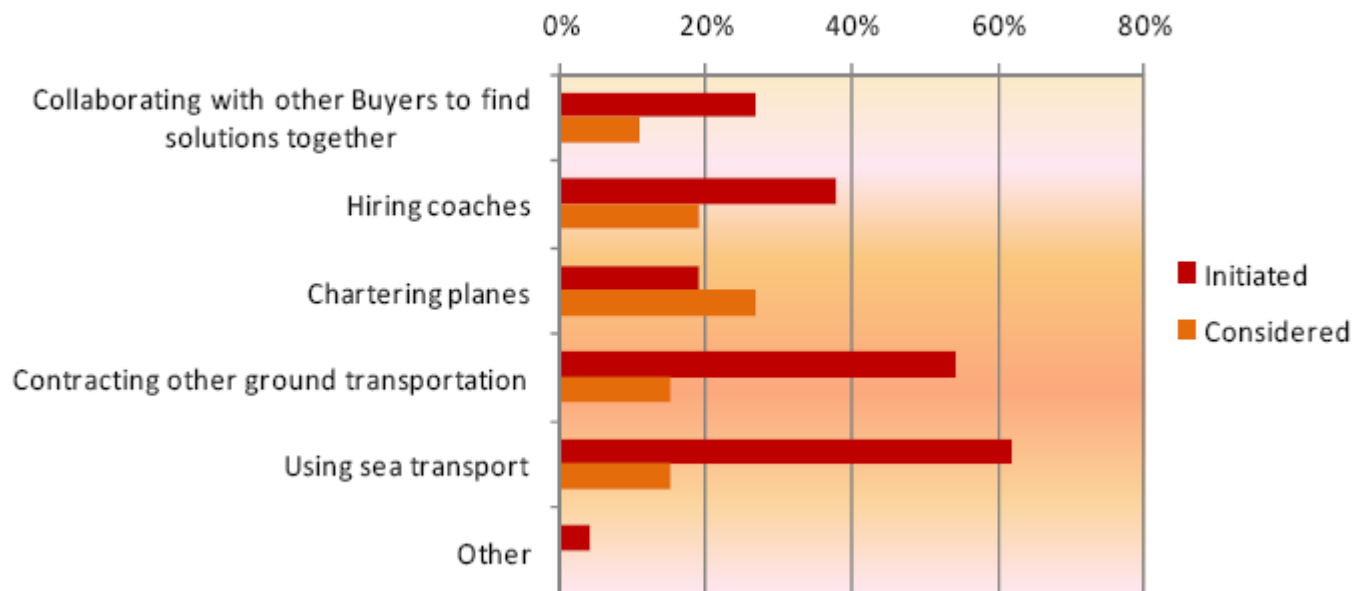
Comment: Guidance was broad ranging depending on circumstances

Q5. How effective was the support provided by your Travel Management Company?



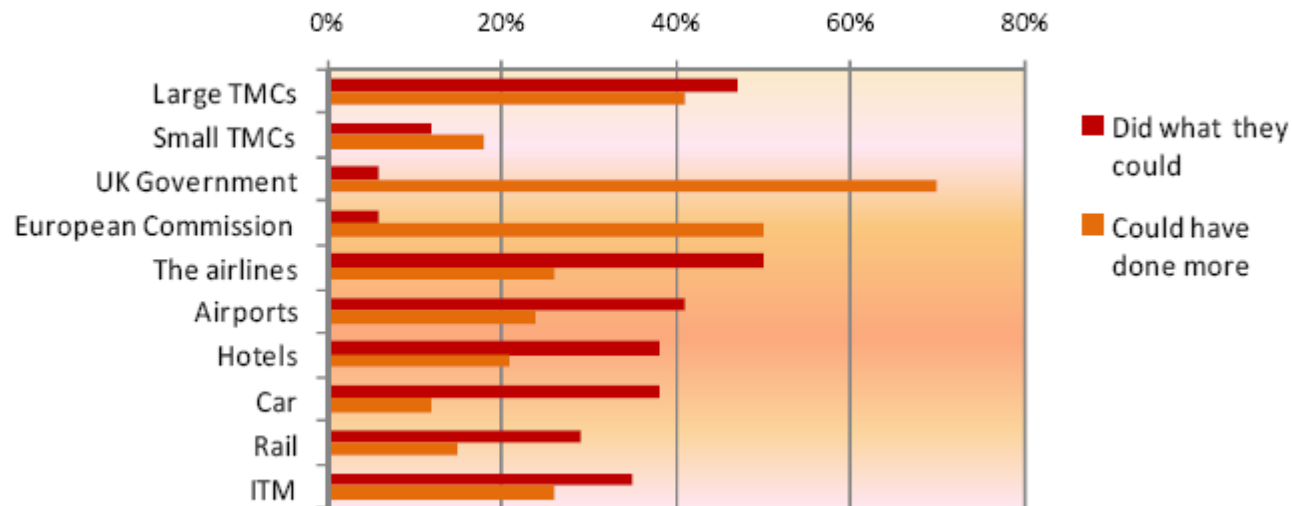
Comment: TMC support was in the most part supportive

6. Did you use other creative means, outside of your TMC, to try to bring your people back to the UK? Please identify any plans you initiated or considered.



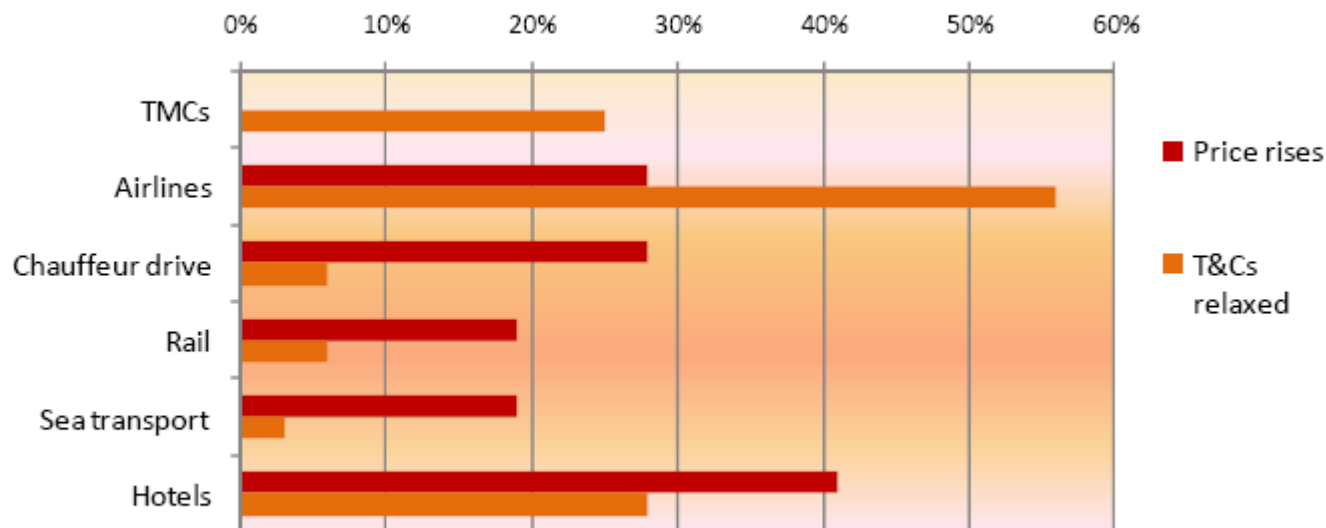
Comment: Some significant levels of activity outside of the TMC relationship.

Q7. Could any of the following have done more to assist you in your role?



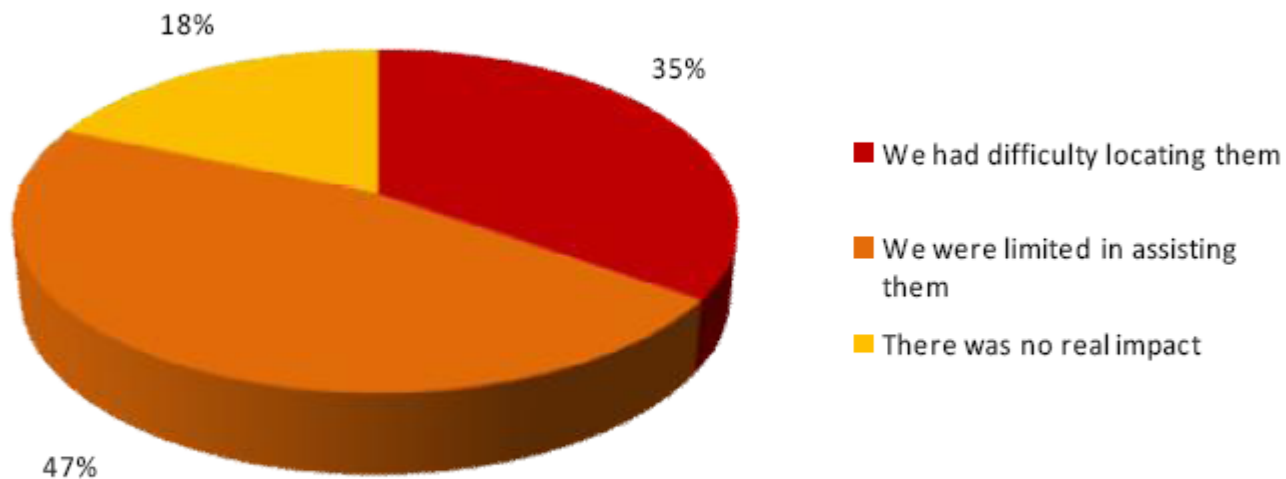
Comment: European and UK Government support lacking

Q9. Did you or your travellers experience any price rises or T&C flexibility across the following supply sectors?



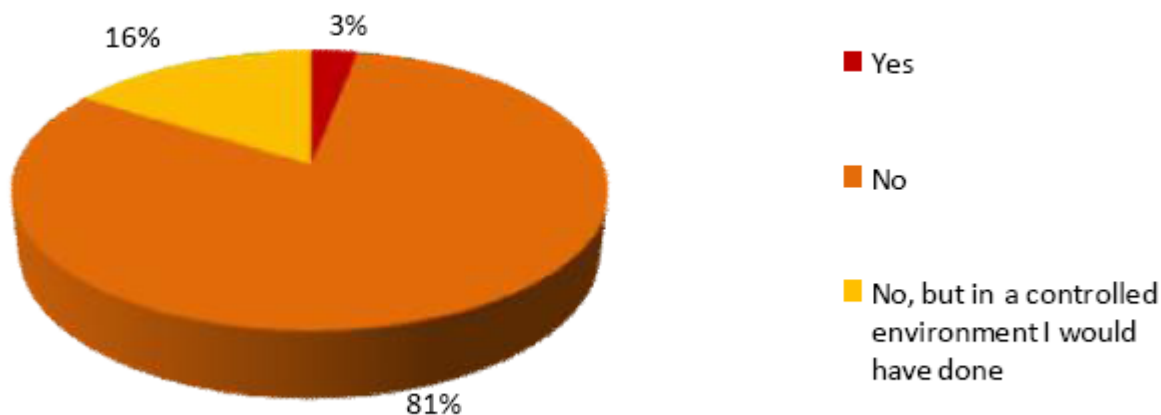
Comment: Hotel price increases and airline flexibility most prevalent

Q10. How did the situation affect travellers who had used suppliers out of policy? (Tick all that apply)



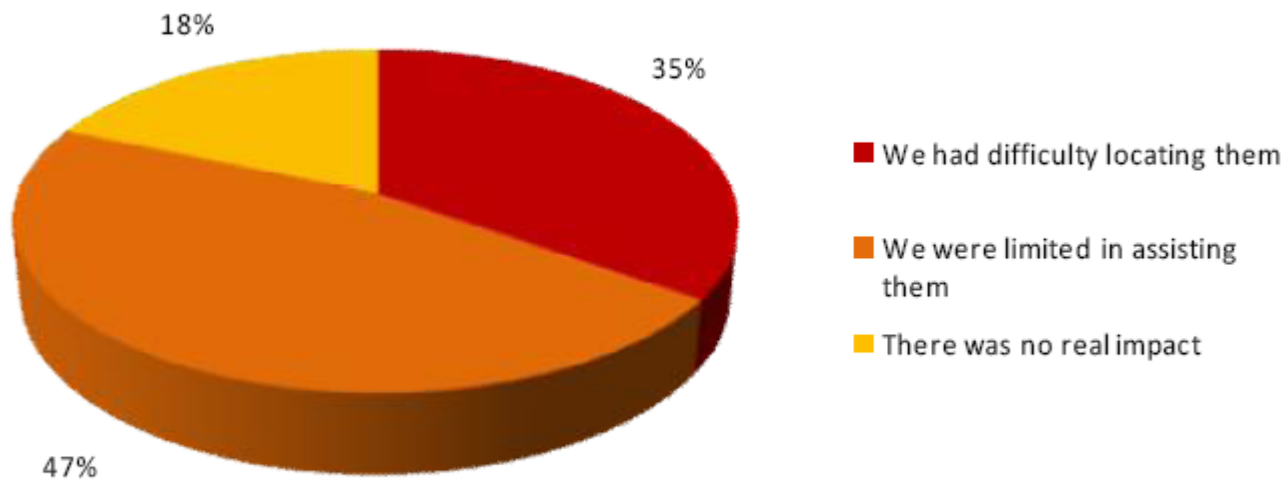
Comment: Those outside managed travel programmes received limited assistance

Q11. Did you use social media as a tool during the crisis to interact with others?



Comment: An opportunity for social media or just not the right tool?

Q10. How did the situation affect travellers who had used suppliers out of policy? (Tick all that apply)



Comment: Those outside managed travel programmes received limited assistance

Opportunity

Q8. If you identified that any of the above could have done more, please specify what you believe they could have done.

Large TMCs	<p>Had more staff to deal with influx of calls</p> <p>More consolidated approach so alternatives provided more quickly rather than leaving it to local team</p> <p>More pro-active approach to identify stranded travellers and contact them</p> <p>Did not identify alternative routes for travellers</p>
Small TMCs	<p>Improve out of hours provision and be more pro-active</p>
UK Government	<p>Should have assessed situation better in first place - use of theoretical data not helpful</p> <p>Provide clear guidance to corporates & TMCs on planned action, how we could help, how we could co-ordinate and utilise services to get people home</p> <p>Earlier pro-active response such as use of Royal Navy etc</p> <p>Much talk and little action. CAA clearly over-cautious</p> <p>Include airlines & TMCs in crisis committee</p> <p>Be clearer about likely closure of air space rather than estimating in small chunks which doesn't help planning.</p>
European Commission	<p>Should have assessed situation better in the first place</p> <p>Earlier pro-active response</p> <p>Be clearer about likely closure of air space rather than estimating in small chunks which doesn't help planning.</p> <p>Instigate a cohesive plan for the EU as a whole</p>
Airlines	<p>Some were good - others not so</p> <p>Better focus on re-patriation, including providing alternative such as coaches</p> <p>Sort out processes for refunds (inc hotels and incidentals)</p> <p>More communication - unclear messages, not co-ordinated</p>
Airports	<p>Offer more support to stranded passengers inc alternatives, coaches etc</p> <p>Provide more up to date info - especially smaller airports</p> <p>More communication - keep websites up to date on whether open/closed</p>
Hotels	<p>Some hotels refused to refund costs</p> <p>Waive no-show charges</p> <p>Not overcharging when people had to extend their stay</p>
Car Providers	<p>Not overcharged for one-way hires</p> <p>Prioritise renters not just hike up prices</p>

Opportunity

Rail	More services - increase capacity French rail on strike - other rail just operated normal service More staff
ITM	Lobby government and authorities to test/measure ash not rely on computer simulations Earlier communications and an ITM crisis team to provide hints and tips on how best to manage giving key facts and details Could have supported TMs by finding out refund info from airlines Provide regular 'insider' view of situation via updates and guidance on alternative approaches Possible idea - contact all members asking what they are doing then cascade info back to all that took part, including contact names & company names Would have been great to have overview of all CLOSED airports and airspace

Call to Action



Launched 12.05.2010

Association Group Rises From the Ashes ITM Announces Operational Crisis Support Group

At the association's annual conference, the Chairman of The Institute of Travel & Meetings (ITM) UK & Ireland, Jamie Hindhaugh, has today announced the creation of a key stakeholder group to assist the business travel and meetings sector at future times of crisis. The announcement, made during his welcome speech to over four hundred industry delegates in London, included details of the goals of group.

The Phoenix Group, borne out of a desire to **understand lessons learnt from buyers, intermediaries and suppliers affected by the Ash Cloud created by the eruption of volcano Eyjafjallajokull in Iceland a few weeks ago, has been created to act as an operational support group to facilitate communication between government, media, suppliers and buyers at times of crisis which affect the business travel and meetings industry.** The group will initially establish a squad of industry stakeholders from which appropriate teams can be pulled together at times of need, under the leadership of Mr Hindhaugh, Head of Production L2012 and Head of Sourcing - Logistics for the BBC. The group will also initially draw on the experiences of buyers and suppliers from the sector during the ash cloud crisis to create a paper with recommendations and lessons learnt as well as examples of innovation by the industry.

Mr Hindhaugh has called for interested parties to express their commitment to participate in the group and has already received support from British Airways and Advantage Business Travel Group in the UK before today's launch. Richard Tams, Head of UK & Ireland Sales & Marketing for British Airways said, *"It is great to hear of the creation of such a group and it will undoubtedly provide a huge benefit to the industry alongside our own operational plans implemented at times of crisis."*

Commenting on the airline's support in particular, Jamie Hindhaugh said, *"British Airways' support is key for us as they were extremely proactive at communicating with the buyer community throughout the crisis and I am sure they can provide us with some valuable insights into the challenges they have faced. We expect the Phoenix Group to encompass a broad range of stakeholders and these will also include representatives from NBTA and NBT Europe, the association's US and European partners, as most crisis situations naturally extend beyond any single national boundary."*

During his conference speech, Mr Hindhaugh advised delegates that the group's creation sprang from an ITM board discussion about how the association could have assisted during the recent crisis and that it is the perfect vehicle to build on his stated intent as Chairman to facilitate better collaboration between buyers and suppliers in the sector.

The Phoenix Group's first kick-off meeting is planned for the beginning of June, with **detailed objectives subsequently issued to the industry and direct links established with government and media organisations.**